

# Stakeholder Perception in the Organizational Environment Focusing on Behavior

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*Abstract— Behavior has meaning for the organizational climate, leading to studies such as this related to stakeholder perception in the institutional environment. This task is based on the Behavioral Management Theory and the additional concepts required. It was sought to know the relation of the intervening factors, from the method of case study of qualitative-quantitative nature, in order to establish comparisons and to produce the results. The general objective is to study the stakeholder perception process in the organizational environment focused on the behavioral effect and it has as specific objectives to treat and identify the relationship of the intervening factors with the organizational climate in the face of data collected among the consulted, to perform the SWOT on the positioning of individuals in the organizational environment and how this perception is characterized in the face of the organizational climate present in the consulted organ. The research indicates that the majority of respondents stated that the organizational climate present in the organ consulted satisfactory, propitiates the good organizational environment in the organ. Confrontation between the theoretical indicatives and the reality identified in the institutional environment allows to affirm that in fact there is internal influence, such as the motivation and external organization, as the possibility of losing the employee attracted by other opportunities outside the institution. Analysis allows to identify the need for physical improvement of the professional space, and in the interaction between stakeholders; redistribution of work that avoids overload; but the motivation and good internal relation between the individuals surpass the*

*expectation. This work interests the managers in public organs and other interested in the subject here treated.*

**Keywords—Behavior. Organizational Climate. Management. Motivation. Perception. Stakeholder.**

## I. INTRODUCTION

Managers often face situations of a behavioral nature that can positively or negatively affect outcomes in a variety of organizations. They are motivators that derive from the perceptions of individuals and groups located in the institutional environment, influencing not only the organizational climate, but also the expectations of the stakeholders themselves. The fact justifies studies that contribute to solve problems, as proposed in this task, elaborated in accordance with the prescriptions of Robert P. Vecchio and Stephen P. Robbins.

## II. OBJECTIVES

This empirical research has as general objective to study the process of stakeholder perception in the organizational environment with focus on the behavioral effect; and for the results, the main objectives are to identify the main actors involved in the process of perception in the researched environment (1), and to analyze and identify the relationship between the intervening factors and the organizational climate in the face of data collected from stakeholders (2), and to apply SWOT on the positioning of individuals in the organizational environment (3). The question to be answered is: How is the perception of stakeholders characterized by the current organizational climate in the research organization?

### III. THEORETICAL-CONCEPTUAL REVIEW

This study is based on the Behavioral Management Theory discussed in Chiavenato (2014), which seeks a new direction and a new approach to administrative theory. The behavioral sciences approach, studying human motivation, their basic needs, defining management styles, characterizing organizations as cooperative social systems and as decision systems.

A bibliographical search allowed to know Ajzen's (2002) theoretical-conceptual approach, when dealing with planned human behavior, indicating that it is guided by three types of beliefs, namely those of behavioral nature, those normative and those of control. According to the behavioral approach, organizations should not only be observed for their technical and normative sense, but also a social system, formed by human beings with feelings, interests and motivations. The elemental intent of behavioral theory is to understand the social system of the organization, the way it acts and how it develops. For the title of knowledge, organizational behavior is fundamentally the study of groups and individuals and how they relate to each other and to the organization.

### 3.1 Organizational Environment Concepts

The organizational environment is the content that contemplates and influences the organization, either internally or externally. Some agents act directly in the organization, such as employees, clients, shareholders, society, population, suppliers, government policies. Other agents that are directly linked to the organizational environment; these are called stakeholders, and can be equally internal and external. Stakeholders are the individuals or group of individuals that can affect or be affected by the organization's proposed goals. The organizational environment is an abstract construction that can be seen from a number of perspectives. Reading in authors such as Moresi (2001) allows us to affirm that the degree of complexity and change in environments can vary, from turbulent environments, which constantly change and introduce high degrees of uncertainty in the organization, to a high performance environment with full collaboration and drivers of organizational success. Figure 1 and Table 1 show the graphical and respective descriptive representation of the theoretical components prepared herein.

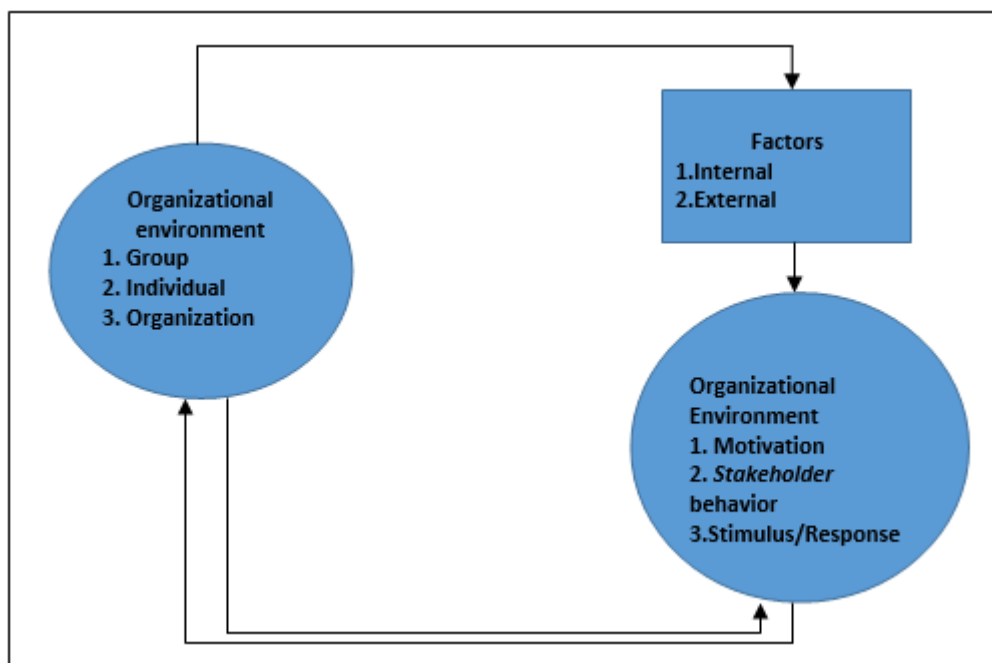


Fig.1: Theoretical representation of the organizational environment

Source: By the authors.

Table.1: Descriptive representation of the elaborated theoretical components

Elements	Descriptive
<b>Organizational Environment</b>	Content that contemplates and influences the organization, either internally or externally. Moresi (2001) states that the organizational environment is an abstract construction that can be seen from a number of perspectives.
<b>Group</b>	Set of people who form the working environment.
<b>Individual</b>	Member who is part of the group in the work environment.

Elements	Descriptive
<b>Organization</b>	Environment in which the group and individuals are inserted. For Chiavenato (2014) organizations are the lever of economic and social development.
<b>Internal Factors</b>	Events related to the internal environment of the organization, which highlights the strengths and weaknesses linked to the organization.
<b>External Factors</b>	Events related to the external environment of the organization, where the happens becomes more difficult to control. In this environment is where the opportunities and threats linked top the organization are found.
<b>Organizational Environment</b>	For Chiavenato (2014), organizational environment is the set of measurable properties of the work environment perceived, directly or indirectly, by the individuals who live and work in this environment and who influence the motivation and behavior of these people.
<b>Motivation</b>	Robbins (2010) states that motivation has three properties that govern it, one is the direction, the focus of the person on his goal and how to perform, another is the intensity, if the goal is done as something that will bring you satisfaction or will be carried out by obligation, and permanence.
<b>Stakeholderbehavior</b>	How agents interact with the organizational environment. Freeman defines the term stakeholder as being the individual or group of individuals that can affect or be affected by the goals proposed by the organization.
<b>Stimulus/Response</b>	Feeling, emotions, experiences / action, reaction. Robbins (2010) is a process by which individuals organize and interpret their sensory impressions, in order to give meaning to their environment.

Source: by the authors

### 3.2 Definition of structure and creativity in the organizational environment

The organizational structure for Robbins (2010) is how tasks are formally distributed, grouped, and coordinated. It is also worth mentioning that, in defining the organizational structure, managers should be guided by six elements, namely: the Specialization of Labor, the Departmentalization, the Chain of Command, the Range of Command (Margin of Command), Centralization and Decentralization and Formalization. These elements are essential to the organizational environment in order to obtain an administrative adequacy, providing a standardization to obtain good results.

In the organizational environment, Robbins (2010) admits that for an organization to become creative, it must provide to its collaborators support and security on the creative side, in other words not rejecting ideas that are suggested, encouraging people to commit to development of innovative processes and solve problems that appear in the day to day of the organization

### 3.3 Concepts about perception and organizational environment

According to Robbins (2010, p.104), the concept of perception is a process by which individuals organize and interpret their sensory impressions, in order to give meaning to their environment. It means assigning interpretations from collecting and organization of information, whether related to people, facts or situations.

When applied in the organizational context, perception refers to a sense of observation and analysis of the institution's environment. From the organizational perception, it is possible to identify the needs for improvement in the work environment, as well as the positive factors that can be strengthened. In this way, the formation of the high performance culture is stimulated. For Chiavenato (2014), organizational climate is the set of measurable properties of the work environment perceived, directly or indirectly, by the individuals who live and work in this environment and who influence the motivation and behavior of these people. Having defined the concepts of perception and environment, it is noticed that the two are intertwined, therefore the need to have a good organizational environment is of vital importance for any organization, because its influence on stakeholders will result in the variation of productivity, in interpersonal relationships, in the level of satisfaction of the team and can still impact the health of employees.

### 3.4 Definition of factors linked to perception that influence on the organizational environment

There are two types of perception in the organizational scope: internal and external. External perception is identified by behaviors caused by factors or situations originated in the environment in which the individual is inserted, and are usually forced attitudes. Internal perception is identified by behavioral factors represented by personal stimuli, such as feelings, emotions, past

experiences and expectation of the observed; usually they are attitudes of the individual himself. Figure 2 and Table

2 show a graphical representation and their respective description of the context theorized herein.

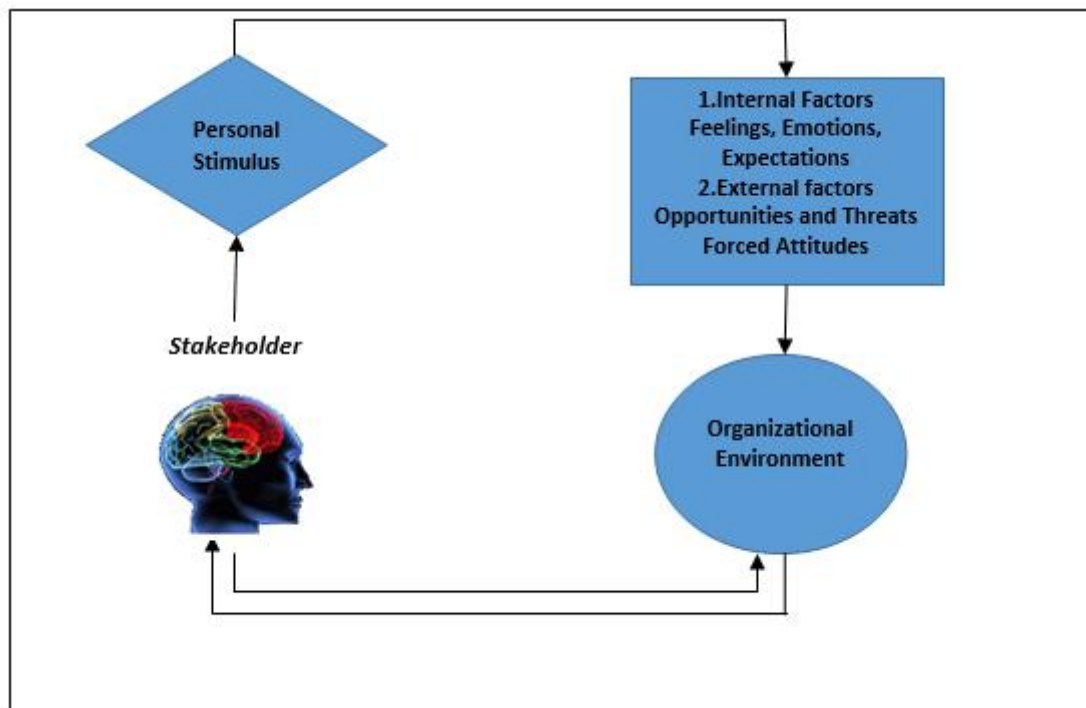


Fig.2: Graphical representation of the perception factors

Source: By the authors.

Table.2: Descriptive of the perception elements

Elements	Descriptive
<b>Stakeholder</b>	Freeman defines the term stakeholder as being the individual or group of people that can affect or be affected by the goals proposed by the organization.
<b>Personal Stimulus</b>	Internal or external change that causes a reaction. According to Robbins (2010) it is a process by which individuals organize and interpret their sensory impressions, in order to give meaning to their environment.
<b>Internal Factors</b>	Events related to the internal environment of the organization, which highlights the strengths and weaknesses linked to the organization.
<b>Feelings, Emotions, Expectations</b>	Social system formed by human beings. According to Chiavenato (2014) Internal perception identified by behaviors performed by personal stimuli, such as feeling, emotions, past experiences and expectation of the observed.
<b>External Factors</b>	Events related to the external environment of the organization, where the event becomes more difficult to control. In this environment is where the opportunities and threats linked to the organization are found.
<b>Forced Attitudes</b>	External perception that is identified by behaviors provoked by situations or the environment in which the individual is inserted and are usually forced attitudes.
<b>Organizational Environment</b>	For Chiavenato (2014), organizational environment is the set of measurable properties of the work environment perceived, directly or indirectly, by the individuals who live and work in this environment and who influence the motivation and behavior of these people

Source: by the authors

According to Robbins (2010) there is an indication that when we qualify other people's behavior, we tend to

overlook the influence of external factors and overestimate the influence of internal or personal factors.

Under this focus it is easier to assign the problem to internal causes than to external causes. Understanding of factors related to perception may be useful in recognizing

which can result in significant distortions, such as the constant discussed in Figure 3 and in Table 3 below.

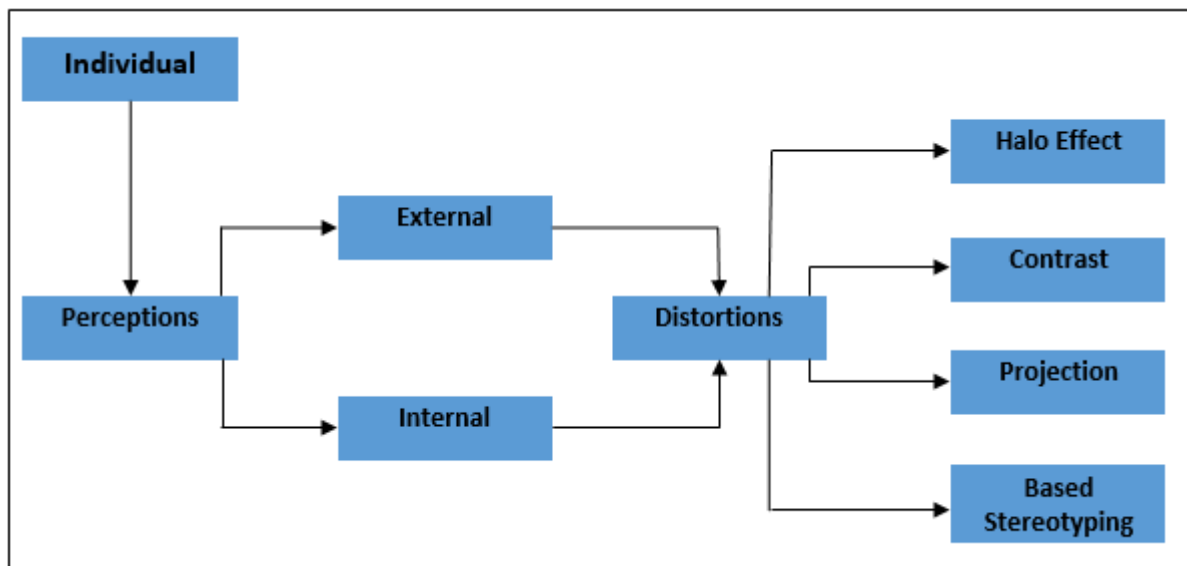


Fig.3: Sequential of Perceived Distortions

Source: by the authors.

Table.3: Proposition of Perceived Distortions in Robbin (2010)

Types of Perception Distortions	Descriptive
<b>Halo Effect</b>	Developed by the American psychologist Edward Thorndike, Halo Effect is a theory that argues that the human brain judges, analyzes, and draws conclusions from a single characteristic, formulating a general concept about another person or situation based only on this factor that can be appearance , speech, posture, dress, etc.
<b>Contrast Effect</b>	In the contrast effect the person is not evaluated in isolation. A person's reaction will always be influenced by others we encounter or relate to frequently.
<b>Projection</b>	The individual is judged as if he were equal to everyone, having the same characteristics. Projectionists tend to see others according to what they are, rather than value their individuality.
<b>Stereotyping</b>	Someone is judged based on the perception of the group to which the person belongs. In terms of perception, if people expect to see these stereotypes, it will be what they will perceive, even if these stereotypes are not part of reality. This means that such observation about the person may cause a misperception based on a false premise about the group.

Source:By the authors based on Robbins (2010)

### 3.5 Definition of perception, motivation, expectations and stakeholders satisfaction

Perception is directly linked to Motivation; in reality, each individual organizes part of their perceptual paradigm by reason of their own needs, interests and adequacy to the social environment in which they live. The concept of motivation according to Klava (2010) is to have a motive to do a certain task, to act with some purpose or reason. Be happy or happy during the task execution period, aided by external factors, but mainly by the internal ones.

Marras (2009) affirms that only good communication between the parties can improve or reduce the

consequences of a conflict that may occur in the workplace, among them, the productivity and motivation of those involved, the quality of results, the change in behavior.

Robbins (2010) states that motivation has three properties that govern it, one is the direction, the focus of the person on his goal and how to perform, another is the intensity, if the goal is done as something that will bring you satisfaction or will be carried out by obligation, and permanence. In relation to satisfaction that is linked to a result derived from motivation and expectations, we will direct its focus of study in correlation with job satisfaction. Robbins (2010) has as concept of job



satisfaction the general attitude of a person in relation to their work, involving the labor relations, even the relations of power; the environment; the organization of work; the company's management policies and programs; their technologies; goals, objectives and interests; its economic-financial environment; its history and the desires of the collaborators in the singular and collective sense.

### 3.6 SWOT Analysis Concepts

The SWOT Matrix is a tool used in strategic planning and aims to build a panorama of the environment in which the organization is inserted. The term SWOT comes from English and its acronym stands for strengths, weaknesses, opportunities and threats. SWOT Analysis becomes an essential tool for the organization, as it provides a clear and objective view of its strengths and weaknesses in the internal environment and the opportunities and threats in the external environment. According to Chiavenato (2014) the function of the SWOT Matrix is to cross the factors outside the organization that are the opportunities and threats, with internal factors, which are its strengths and weaknesses.

## IV. METHODOLOGY

This study stems from empirical social research, from a qualitative-quantitative approach on the process of stakeholder perception in the organizational environment, with a focus on behavior. In the quantitative aspect comparisons were established, in order to generalize the results; and as to the qualitative character was worked the subjectivity, intensity and depth of the fact, by compatible procedure as will be treated in space of this task.

### 4.1 Method

The Case Study Method was applied in this work which, according to Yin (2015), is an empirical inquiry that investigates a contemporary phenomenon within a real-life context, when the boundary between the phenomenon and the context is not clearly evident and where multiple sources of evidence are used.

### 4.2 Procedures

In this work, we used Internet search mechanisms and bibliographic surveys to construct their theoretical-conceptual review under which the gathered data were analyzed. To qualitatively measure the intervening factors

in the organizational climate through a sample, a questionnaire was used in order to measure by the Likert Scale; this scale was developed by the psychologist Rensis Likert using this technique to measure people's attitudes, where this scale consists of a series of statements about a given object. For each affirmation there is a scale of five points, corresponding in the extremes I strongly disagree. The data collected through the form applied between the respondents were interpreted in the face of the theoretical reference, in order to find the consistency between the practice or the reality in the environmental context, and in this way to produce the research report or results. Samples were analyzed.

## V. RESULT OF THE STUDY ON STAKEHOLDER PERCEPTION PROCESS IN THE ORGANIZATIONAL ENVIRONMENT

The body consulted is a permanent institution, essential to the jurisdictional function of the State. It is charged, as an expression and instrument of the democratic regime, with juridical guidance, promotion of human rights and defense, to all judicial and extrajudicial degrees, of individual and collective rights, in an integral and gratuitous way, to those in need. The body supports the mission of guaranteeing the needy the knowledge and the defense of their rights and its vision is to defend the rights of all who need it, wherever they may be, establishing themselves as an instrument of social transformation and a world reference in providing assistance legal basis.

The affirmative form was presented to the respondents, being held in the present federal public agency located in the city of Porto Velho. The data obtained were evaluated and organized using Microsoft Office Excel and later were evaluated with the mathematical and graphical tools of the software. The form presented to the respondents had the sum of 16 consulted in the public agency, corresponding to a sample of 31% of the total employees, being for the most part in an age group of 18 to 25 years, corresponding to 44% of respondents, 56% female, 56% with a medium-level education, 37% with a monthly average income of 2 to 4 minimum wages, 62% with a minimum working time in the 1-year institution, 81% of respondents live with one or three people. The application of the form in this task resulted in Table 4 below; there are 15 affirmations and the options indicated by the respondents in the Likert Scale.

Table.4: Tabulation of query data to focus group of search

AFIRMATIVE	TD (%)	PD (%)	I (%)	PA (%)	TA (%)	TOTAL (%)
1. My organization is made up of people with feelings and motivations.	6	19	18	19	38	100
2. I may be influenced by external and internal factors of the organization.	6	13	18	38	25	100
3. Variations in the organizational environment produce positive or negative	19	13	30	19	19	100

AFIRMATIVE	TD (%)	PD (%)	I (%)	PA (%)	TA (%)	TOTAL (%)
effects.						
4. I realize there are improvement needs in my work environment.	6	25	12	38	19	100
5. I feel motivated by the organizational climate present in the organization.	0	19	18	38	25	100
6. I feel that I can be more productive if the organizational climate is of good quality.	25	6	19	25	25	100
7. I think, analyze, and draw people's conclusions from a single characteristic.	25	13	19	24	19	100
8. My reaction is influenced by the opinions of the group in which I am a part.	50	31	7	6	6	100
9. I use my behavior as a parameter to play other people.	38	19	24	19	0	100
10. Someone is judged based on the perception of the group to which the person is a part.	19	38	18	19	6	100
11. You feel happy as you perform the inherent activities of your job.	19	13	12	31	25	100
12. You can achieve the goals proposed in my work.	6	6	12	13	63	100
13. The result of my work gives me satisfaction.	6	13	0	0	81	100
14. Feel creative to overcome the difficulties of your job.	6	19	25	12	38	100
15. The administrative structure is adequate.	19	13	6	56	6	100

\*TA (Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree); DT (Totally Disagree).

**Source:** Search data.

A percentage of 57% of respondents agree that the environment is composed of people who have feelings, thus away from a mechanical space. It implies that the manager can use the Halo Effect on characters and motivation, for example, in the certainty of obtaining satisfaction and fulfillment among the subordinates, as Robbins (2010) treats. A percentage of 63% affirm that it can be influenced by internal or external factors related to the organization, that is, situations caused by the environment in which the individual is inserted.

The survey also indicates that 38% of the respondents agree with the existence of variations produced in the organizational environment, however 30% indicated indifferent and 32% disagreed, classifying this aspect as irrelevant. Already 57% agree that there is a need for improvement in the environment, evidencing problems related to the lack of communication between sectors, a fact that requires special attention on the part of the managers. A percentage of 63% stated that they feel motivated by the organizational climate in the organ under study; this fact corroborates with the indicative in Chiavenato (2014), in which the author states that the organizational climate is the set of measurable properties of the work environment, contributing directly to the motivation of the people. In this same sense, a percentage of 50% of stakeholders affirm that productivity could be higher, depending on the organizational climate present in the organ; to judge the assertions now contextualized, it is possible to affirm that the productivity is of good quality, which was conferred in the present study.

Regarding the judgment of people from a single characteristic, 38% say they disagree, 43% agree and 19% are indifferent, so there are no major influences on this

topic, 81% say they do not have a reaction influenced by the group of which they are part and 57 % does not use its behavior as a parameter to judge other people, just as, in the same way, 57% does not judge someone based on the perception of the group of which it is a part, which contributes to the existence of a good organizational climate in that body.

A percentage of 56% agree that they feel happy in the performance of the activities inherent in their work, which according to Robbins (2010) has as a concept of job satisfaction the general attitude of a person in relation to their work. Already 63% affirm that they can reach the goals proposed in the work, which shows the great degree of commitment of the individuals with the organization.

Regarding satisfaction, 82% affirm that they feel satisfied with the results of their work. According to Robbins (2010), the concept of job satisfaction is the general attitude of a person towards their work. In this sense a high employee satisfaction index is demonstrated. In what concerns the creativity to overcome the difficulties was not very significant because 50% of the interviewees said they felt difficulties to overcome the difficulties of the day to day. Regarding the administrative structure, 62% agree that it is adequate, which can contribute to a good organizational environment present in the consulted body.

### 5.1. Main elements involved in the process of perception of the researched organizational environment

In the affirmatives of Table 4, there are important the elements that intervene in the process of perception in the organizational environment, such as the organization of people, influences of external and internal factors of the

organization, changes in the environment, creativity to overcome difficulties and adequate administrative structure are relevant. Considering the organization as complex, not only in its technical and normative sense, but as a system formed by people with feelings, interests and motivations related to internal and external factors and variations in the organizational environment, we get the Graph 1, where the stakeholder's understanding is demonstrated with 57% agreeing with the complexity of the organization according to Ajzen's (2002) behavioral

approach. Regarding the influences of internal external factors 67% agrees with its relevance in the organization's environment, observing external factors such as the current economic and internal crisis, such as equal pay regardless of individual performance; these problems act directly in the results as Robbins (2010) states. Regarding the variations in the environment, 30% were indifferent, 38 agree and 32 disagree, pointing out that this aspect of environmental variations does not have great significance in this organ. Graph 1 below demonstrates this data.

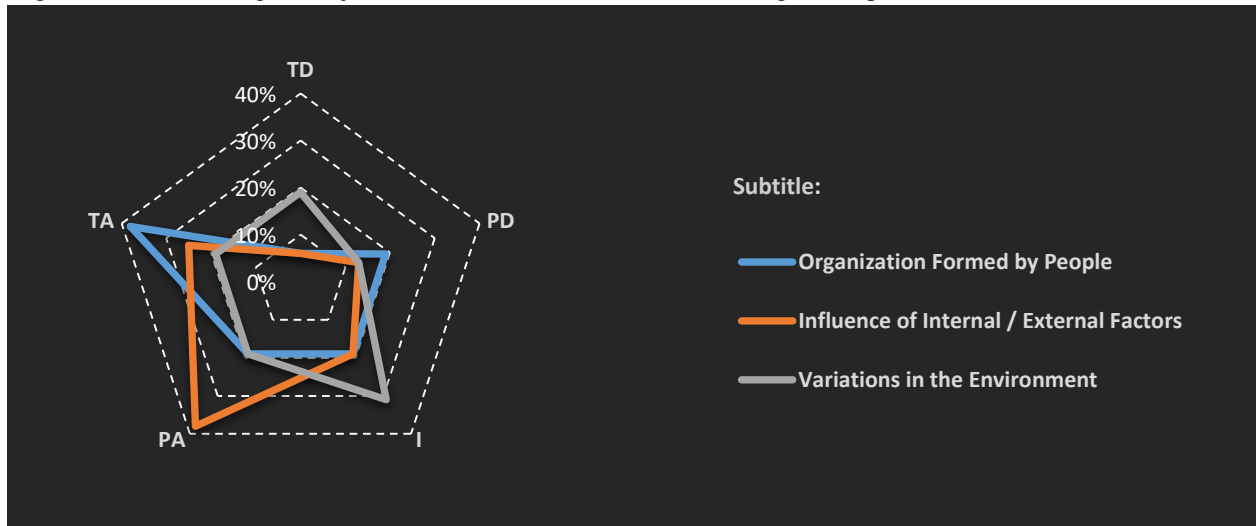


Chart.1: Significant Elements in the Organizational Environment

\*TA(Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree); TD (Totally Disagree).

Source: Search data

The majority of respondents in a percentage of 62% agree that the administrative structure is adequate, that is, there is the presence departments, administrative decentralization, chain of command, providing, according to Robbins (2010), administrative standardization for better results. Most respondents representing 50% agree that they have the necessary creativity to overcome difficulties in the work environment, thus demonstrating that they have the capacity to find appropriate solutions to problems, according to Robbins (2010). Chart 2 expresses the relation of the data discussed above.

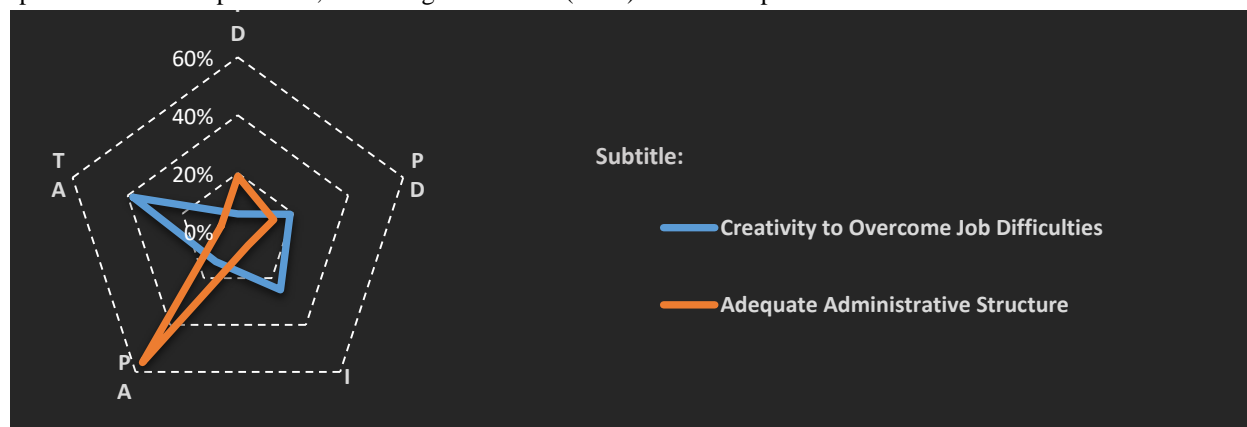


Chart.2: Structure and Creative in the Organizational Environment\*TA (Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree);TD (Totally Desagree).

Source: Search data

## 5.2 Identification of the relation of the intervening factors with the perception and organizational climate

The identification of the relationship between perception and organizational environment is due to the needs of improvement in the work environment, the motivation

provided by the organizational environment, the low incidence of problems related to perceptual distortions, the goals achieved and the satisfaction produced by the work and its results.



The majority of the respondents, with a total of 57%, agree that there are needs for improvement in the work environment regarding the lack of communication between sectors, and conflicts may occur, according to Marras (2009). In the motivation provided by the current organizational environment, 63% agree that they feel motivated, since in the organ, the consulates enjoy good salaries, stability and flexibility with the employees, showing that it has a good quality, providing good results

for the organization and proving Robbins' (2010) statement regarding environment. As for the productivity linked to the organizational climate, the respondents affirmed in a varied and balanced way, but taking into account the degree of agreement of 50%, it can be affirmed that this productivity, although positive, needs improvement, since it was observed that there is a great labor demand, leading to significant declines in productivity. Chart 3 below demonstrates this data.

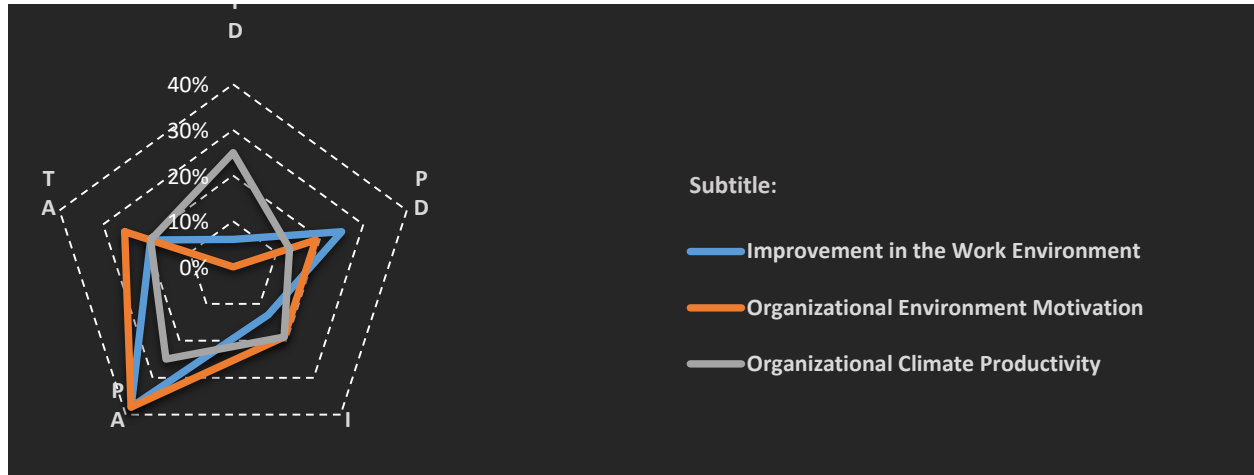


Chart.3: Motivation, productivity and work environment in the organizational climate

\*TA (Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree); TD (Totally Disagree).

**Source:** Search data

Taking into account the percentage of the incidence of Halo Effect 38% disagree, 43% agree and 19% are indifferent, so there is no great relevance to this topic; in contrast, 81% disagree about their existence in the organ, projection and stereotyping 57% respectively disagree

with their occurrence in the organization, ie, the significant lack of perceptive distortions in this organization contributes to an environment with good quality, according to Robbins (2010). Graph 4 below expresses perceptual distortion data.

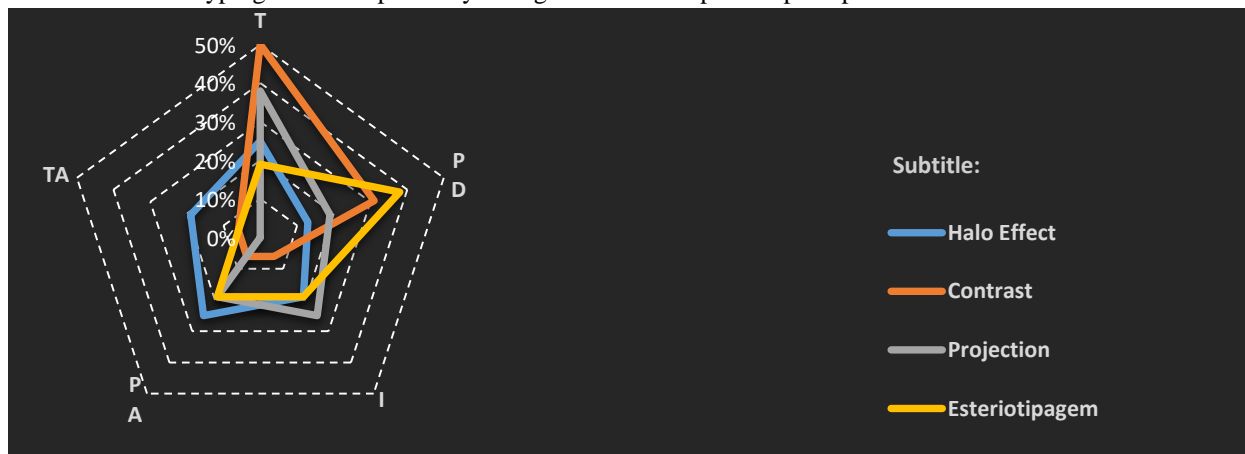


Chart.4: Perceptual Distortions in Organizational Environment

\*TA (Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree); TD (Totally Disagree).

**Source:** Search data

The majority of respondents agree that they are satisfied when they carry out their activities at a rate of 56%, achieving the goals in a total of 63% and 82% obtaining satisfaction by the result, indicating that the results in the body are profitable and the collaborators work motivation and happiness, thus providing, according to Robbins

(2010), a climate with good quality. It is also noted that the satisfaction of the activities X goals achieved X satisfaction by the result are directly proportional, that is, as one increases the others will also increase. Chart 5 shows the relationship of the data treated above.



Chart.5: Satisfaction with activities and results associated with goals \*TA (Totally Agree); PA (Partially Agree); I (Indifferent); PD (Partially Disagree); TD (Totally Disagree).

Source: Search data

### 5.3 SWOT analysis on the positioning of individuals in the organizational environment

For the treatment of stakeholder perception regarding the organizational environment resulting from the information collected, the SWOT Analysis was concluded here, following a Chiavenato (2014) prescription; this author affirms that it is possible to make an internal and external analysis, in which the strengths and weaknesses in the internal environment, and the opportunities and threats emerge in the external environment; recommends highlighting strengths in the pursuit of implementing them, and correcting or blocking weaknesses that are unfavorable to the organization; and still seek to plan favorable actions to optimize the opportunities or potentially potential threats considered. And Table 5 below contains the recommendations resulting from this analysis.

#### 5.3.1 Internal Environment

In the internal environment, the strengths are highlighted in items such as the satisfaction that produces the result of the work, where 81% of the interviewees affirm satisfaction with the work, as well as those who affirm that they feel happy to do the work with 56% agreeing that Yes. They are important strengths because they contribute to a good organizational environment. In relation to the weak point due to the fact that it is an organ that acts in a short time, there are problems related to the administrative structure, in issues related to insufficient number of employees, lack of administrative

decentralization and budgetary planning, thus creating uncertainties in the organizational environment. For Chiavenato (2014) the organizational environment is everything that contemplates and influences the organization, either internally or externally, in this sense the variations and changes introduce a high degree of uncertainty in the organizations affecting the organizational environment.

#### 5.3.2 External Environment

In the analysis of the external environment in collaboration the opportunities stand out the capacity of enlargement of the organ due to the fact of having a structure still young, thus generating opportunities of growth which increases the motivation of the collaborators contributing thus to a quality organizational climate that is of vital importance to any organization. With regard to threats such as economic crisis, where the contingency of expenses contributes negatively and the difficulty of access of the target public generates doubts and uncertainties in the organizational environment causing the influence of external factors will produce negative variations in the organizational environment. In this sense according to Chiavenato (2014) organizational environment is the set of measurable properties of the perceived work environment, either directly or indirectly, therefore factors that influence the external environment are related to opportunities or threats cause direct influence on the organizational environment of the organ.

Table.5: SWOT Matrix

Internal Environment	External Environment
Strong points	Oportunities
Direct contact with the population	Enlargement and internalization
Creativity to overcome difficulties	Government speech on social inclusion
Strategic assignments: social inclusion	Increased attention of control bodies
Career with constitutional forecast	Internationalization and increase in the provision of services

Weak Points	Threats
Inadequacy in the administrative structure	Economic crisis
Reduced number of servers	Contingency of expenses
Centralization in administrative management	Difficulty of access to the target public
Lack of budget planning	Breach of prerogatives and encroachment by other organs

Source: By the authors

## VI. CONCLUSION

The organizational environment present in the organ searched involves factors such as motivation, influence on the work environment and the variations treated in this study. Positive aspects are evidenced, with emphasis on the motivation that benefits the quality in the current organizational environment. The perception of the respondents with respect to the physical improvement of the professional space, as a reformulation of the layout, can be solved with the simple interaction between the stakeholders. The holding of a public tender and the admission of new employees can bring the redistribution of tasks, solving the overload that stagnates the routine. There is a low relation associated with the other perceptual distortions in this research, meaning a strong point to be maintained. As for the goals and the satisfaction produced by the results of work, it is reasonable to point out as another strong point; positive for the organizational environment in the organ searched. The positive aspects are thus contributing to the growth of the employee, the fixation and his desire to be working in this organization. Confrontation between the theoretical indicatives and the reality identified in the institutional environment allows to affirm that in fact there is internal influence, such as the motivation and external organization, as the possibility of losing the employee attracted by other opportunities outside the institution. Analysis allows identifying the need for physical improvement of the professional space, and in the interaction between stakeholders; redistribution of work that avoids overload; but the motivation and good internal relation between the individuals surpass the expectation. This work interests the managers in public organs and other interested in the subject here treated.

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